

CHANGE

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

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SUBJ: ORGANIZATION — FAA HEADQUARTERS

1. **PURPOSE.** This change transmits revised pages to Chapter 33, Office of Human Resource Development.
2. **EXPLANATION OF CHANGES.** The Office of Human Resource Development is restructured to separate human resource management strategic planning from organization development, to better support the National Airspace System, to provide for better interface and coordination with other FAA organizations, and to ensure optimal decisionmaking in the management of human resources.
 - a. The Organization Planning and Development Division is retitled as the Organization Development Division. The division develops policies, programs, standards, systems, and procedures for organization development and the Employee Survey Program.
 - b. The Human Resource Management Planning and Research Division is established to serve as the principal human resource organization for strategic planning, planning policy and program implementation, and research. The division looks toward the future National Airspace System and integrates an understanding of the technological advances with analysis of the implications for human resources management and long-range planning for the human resources of the agency.
3. **DISPOSITION OF TRANSMITTAL.** After filing the revised pages, this change transmittal should be retained.

PAGE CONTROL CHART

Remove Pages	Dated	Insert Pages	Dated
ix	2/6/89	ix	1/28/91
x	8/31/90	x	8/31/90
33-1 and 33-2	2/6/89	33-1 and 33-2	1/28/91
33-3 and 33-4	2/6/89	33-3	8/31/90
33-5	2/6/89	33-4	1/28/91
		33-5 (and 33-6)	1/28/91



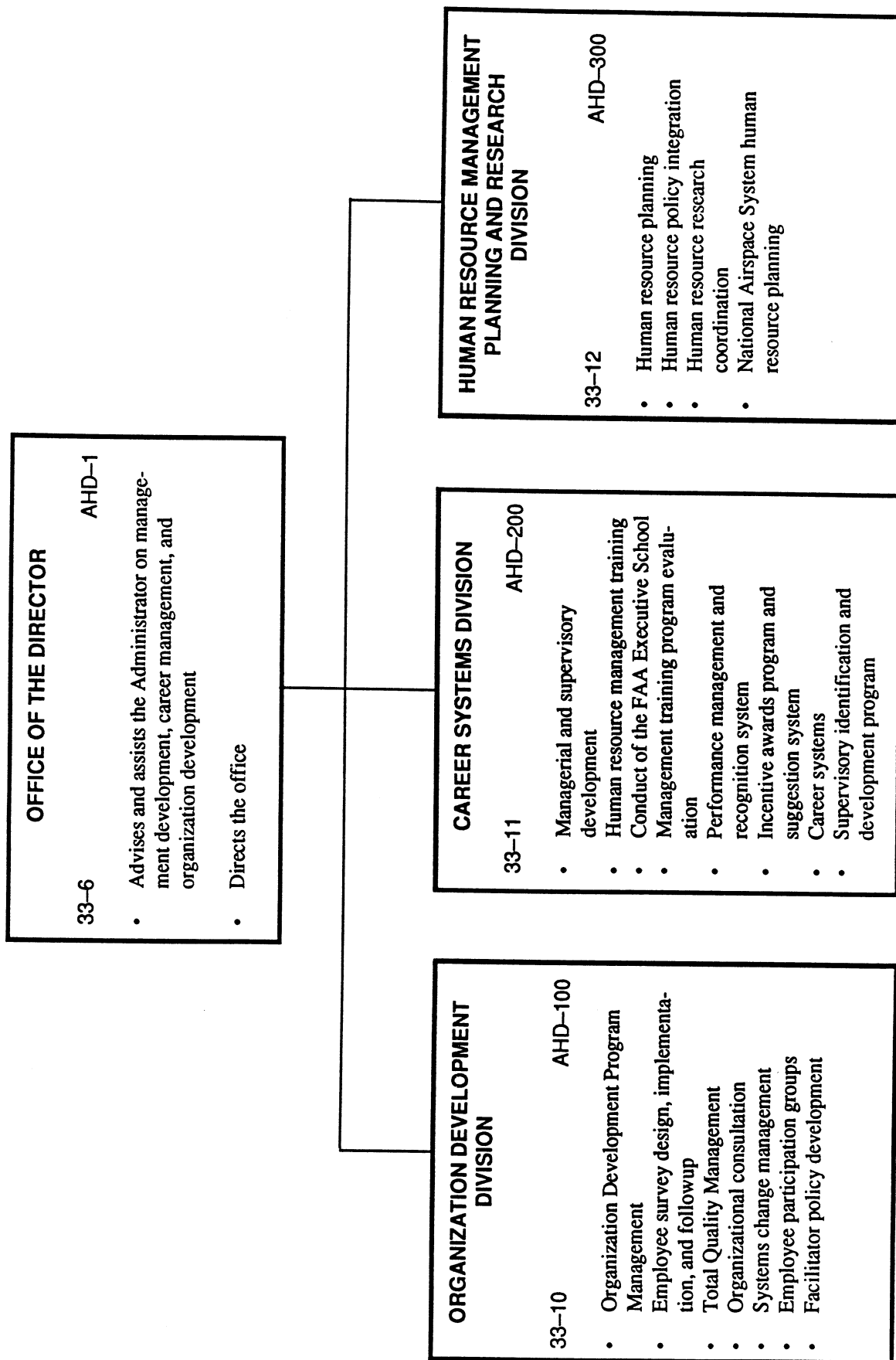
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Associate Administrator for Administration

CHAPTER 36. OFFICE OF TRAINING AND HIGHER EDUCATION	36-1
Figure 36-1. Functional Organization Chart	36-2
36-1. Mission	36-3
36-2. Functional Organization	36-3
36-3. Functions	36-3
36-4. Reserved	36-3
36-5. Reserved	36-3
36-6. Office of the Director	36-3
36-7. Strategic Planning, Policy, and Budget Staff	36-3
36-8. Quality Assurance Staff	36-4
36-9. Higher Education and Advanced Technology Staff	36-4
36-10. Withdrawn	36-4
36-11. Regulations and Standards Training Program Division	36-4
36-12. Reserved	36-4
36-13. Airway Facilities Training Program Division	36-4
36-14. Air Traffic Training Program Division	36-5
CHAPTER 37. RESERVED	
CHAPTER 38. RESERVED	
CHAPTER 39. RESERVED	
CHAPTER 40. ASSOCIATE ADMINISTRATOR FOR POLICY, PLANNING, AND INTERNATIONAL AVIATION	40-1
40-1. Mission	40-1
40-2. Organizational Structure	40-1
40-3. Functions	40-1
40-4. Authority	40-1
40-5. Reserved	40-1
40-6. Special Relations	40-1
40-7. Program Management Staff	40-2
CHAPTER 41. OFFICE OF AVIATION POLICY AND PLANS	41-1
Figure 41-1. Functional Organization Chart	41-2
41-1. Mission	41-3
41-2. Functional Organization	41-3
41-3. Functions	41-3
41-4. Special Delegations	41-3
41-5. Special Relations	41-4
41-6. Office of the Director	41-4
41-7. Reserved	41-5
41-8. Reserved	41-5
41-9. Reserved	41-5
41-10. Planning Analysis Division	41-5
41-11. Systems and Policy Analysis Division	41-6

CHAPTER 33. OFFICE OF HUMAN RESOURCE DEVELOPMENT

FIGURE 33-1. FUNCTIONAL ORGANIZATION CHART

OFFICE OF HUMAN RESOURCE DEVELOPMENT



CHAPTER 33. OFFICE OF HUMAN RESOURCE DEVELOPMENT

33-1. MISSION. Serves as the principal FAA organization for achieving human resource development and optimal decisionmaking in the management of human resources through developing, recommending, guiding, evaluating, and administering policies, standards, procedures, and administering policies, standards, procedures, and systems for: the development of organizational systems, management practices, managers, and employees; and strategic planning, policy planning integration, and research.

33-2. FUNCTIONAL ORGANIZATION. The functional organization of the Office of Human Resource Development is shown in figure 33-1.

33-3. FUNCTIONS. The Office is responsible for organizational and management development through such activities as employee participation groups; facilitator management; analysis of organizations' human resource effectiveness; system change management; organizational consultant coordination; human relations training; and executive, management, and supervisory development and training. The office is responsible for performance management and performance appraisal systems which involve activities such as performance appraisal, awards, productivity systems, career planning and counseling, exit interviewing, and individual and occupational development. The office is also responsible for human resource forecasting, human resource management research in existing and new program areas, and coordinating human resource planning and development activities with agency long-range technical implementation plans. For these activities the office:

a. Develops and recommends organizational development, management development, and performance management policies, programs, standards, systems, and procedures to meet FAA program requirements, equal employment opportunity goals, applicable Federal laws, and Office of Personnel Management and DOT regulations.

b. Administers the management programs and policies and the human resource planning program and policies; advises the Administrator, the Executive Director for Policy, Plans, and Resource Management, the Associate Administrator for Human Resource Management, and other agency officials; and provides technical advice, assistance, and guidance to other FAA organizations.

c. Develops and recommends human resource planning policies, programs, standards, systems, and procedures to meet FAA program requirements, applicable Federal laws, and Office of Personnel Management and DOT regulations.

d. Represents FAA on matters within the purview of the office with the Office of the Secretary of Transportation and with other agencies as required.

e. Provides for the effective evaluation of individual human resource development areas and ensures that measures are taken to correct deficiencies.

f. Assures the integration of:

(1) Human resource needs in the development of technical strategic plans.

(2) FAA human resource tactical policy planning with strategic plans and with policy development across the offices involved in human resource management.

g. Coordinates FAA human resource related research to ensure that research products meet decisionmaking needs.

33-4. SPECIAL DELEGATIONS. The Director of Human Resource Development is delegated the authority to:

a. Waive reimbursement for costs of nontechnical training in accordance with agency policies and directives.

b. Waive limitations on use of non-Government training in the nontechnical areas.

33-5. RESERVED.

33-6. OFFICE OF THE DIRECTOR. Under the executive direction of the Associate Administrator for Human Resource Management, the office of the director:

a. Advises and assists the Administrator, the Executive Director for Policy, Plans, and Resource Management, the Associate Administrator for Human Resource Management, and other FAA executives in simultaneously achieving optimal organizational effectiveness and employee satisfaction, in the management of the agency's organizational and management development and in career management programs, and in maintaining productive relationships with the agency work force, the Office of the Secretary of Transportation, the public, and other agencies.

b. Assures that FAA organizational and management development and career management programs activities and human resource planning activities meet statutory and regulatory requirements.

c. Manages various special employment programs; i.e., noncareer and military.

d. Provides for the adequacy, administration, and coordination of FAA organizational and management

development and career management programs, policies, standards, systems, and procedures.

e. Provides leadership and direction in the planning, management, and control of office activities.

f. Provides for effective evaluation of program performance and ensures that measures are taken to correct deficiencies.

33-7. thru 33-9. RESERVED.

33-10. ORGANIZATION DEVELOPMENT DIVISION. The Organization Development Division:

a. Develops policies, programs, standards, systems, and procedures for organization development in the agency, human resource aspects of total quality management, organization consultation, systems change management, employee participation groups, and agency facilitator programs.

b. Administers the Employee Survey Program and the FAA-wide organization development program; ensures that they meet applicable Federal laws and OPM and DOT regulations; and provides advice and representation on these programs to FAA top management and other agency officials.

c. Assists and guides the field and Washington headquarters human resource organizations and personnel conducting organization development programs and change processes and provides field human resource organizations with goals, priorities, directives, and policy guidelines on the division's programs.

d. Provides follow-on guidance and consultation for the Survey Feedback Action (SFA) program to assure that programs associated with employee survey results are effectively integrated into organization development activities.

e. Provides consultant capability to advise and assist management on management of change and total quality management efforts.

f. Evaluates the division's program throughout the agency to identify and correct program deficiencies, to ensure regional and Washington headquarters programs are administered uniformly within the parameters of the national programs, and to effectively integrate these programs and activities with the FAA mission.

g. Reviews proposed and existing legislative, regulatory, and legal actions, as well as negotiated agreements, for impact on the policies, plans, and procedures of the division's programs with the assistance of the Office of the Chief Counsel.

h. Develops legislative proposals on the division's programs, with the assistance of the Office of the Chief Counsel.

i. Forecasts and/or gathers information on future needs, states technical advances, and trends; and assesses their relationships to the FAA mission and to the SFA program.

j. Integrates, develops, recommends, coordinates, and, as appropriate, provides organization development and employee survey tactical goals, priorities, and policy planning guidelines for use by the Human Resource Management offices.

k. Monitors progress of organization development and employee survey actions to assure timely identification of need for special coordinating activities.

l. Identifies existing development areas with human resource management implications for all diverse categories of FAA employees through the use of special studies and staff projects, development of effective plans for meeting identified needs and development of techniques, materials, and methods applicable to the unique requirements of FAA endeavors.

33-11. CAREER SYSTEMS DIVISION. The Career Systems Division is responsible for developing policies, programs, standards, systems, and procedures in the following human resource management areas: performance management and recognition system; supervisory and managerial probation period; performance appraisal systems (excluding SES employees); awards; suggestion system (technical and nontechnical); career pathing, planning, identification, and selection systems; management and supervisory development; and human relations and general training. The division:

a. Administers the career management and training and development programs for which the division is responsible, ensures they meet applicable Federal laws, Office of Personnel Management and DOT regulations, and provides advice and representation on these programs to FAA top management and other agency officials.

b. Assists and guides the field human resource organizations on career management and management training and development programs and activities; and provides overall program direction to the FAA Center for Management Development.

c. Provides advice and consultation to FAA top management officials on career management and management training and development functions and activities.

d. Represents FAA on management and supervisory development and human resource management, and human relations training matters within the Department,

with other Government agencies, and non-Government organizations.

e. Evaluates the division's programs and results throughout the agency to identify and correct program deficiencies, to ensure regional and Washington headquarters programs are administered uniformly within the parameters of the national programs and to effectively integrate these programs and activities with the FAA mission.

f. Arranges for the FAA Executive School and other executive training as appropriate.

g. Determines quantitative training requirements and identifies sources and workloads for FAA management and supervisory development and human resource management, and human relations training; and programs annual workloads for the FAA Center for Management Development.

h. Reviews proposed and existing legislative, regulatory, and legal actions, as well as negotiated agreements, for impact on the policies, plans, and procedures of the division's programs.

i. Develops legislative proposals on the division's programs with the assistance of the Office of the Chief Counsel.

j. Coordinates and approves the management and general training portion of the:

(1) Annual call for training requirements.

(2) FAA Training Course Catalog.

33-12. HUMAN RESOURCE MANAGEMENT PLANNING AND RESEARCH DIVISION. The Human Resource Management Planning and Research Division serves as the principal organization for: human resource management planning, planning policy and program implementation, and research. The division combines an understanding of the technological advances of the future National Airspace System (NAS) with analysis of the

implications for human resource management and long range planning for the agency. The division has responsibilities in the following areas.

a. Provides leadership and policy direction for human resource management (HRM) planning; assures integration of human resource policy planning with FAA strategic plans and with policy development as the focal point for HRM issues; and interfaces with the line organizations, and human resource specialists in identifying long-range human resource requirements.

b. Forecasts and/or gathers information on future needs, technological advances, trends; and assesses their relationship to FAA mission and human resource strategic plans.

c. Plans and directs the development of an integrated NAS HRM Plan, and assesses and integrates agency NAS HRM planning initiatives across functional lines.

d. Represents FAA on HRM strategic planning and issues disseminates information both within FAA and outside the agency.

e. Identifies existing and potential research and development areas with human resource management implications, anticipating the agency's needs for information related to technological developments as they might impact human resource strategic planning; and translates such analysis into proposed research areas.

f. Provides human factors expertise to line organizations, acting as the focal point for human factors activities vis-a-vis the Executive Director for Administration and Resource Management.

g. Develops and coordinates implementation of program modifications and new programs resulting from strategic planning and research activities; consults with service organizations on potential modifications and integration of existing programs and policies and supports regional HRM planning/implementation efforts; and participates in the Deployment Readiness Review process as well as the Major Systems Acquisition Review process.

